



Community Committee

**MEETING 3 AGENDA**

January 22, 2015

5:30 – 7:30 PM

**We're in the REVIEW GOALS AND POLICIES STAGE**

Our purpose is to **Identify Issues and Opportunities, Generate Ideas and Directions, and Provide Feedback and Revisions**

Schedule	Event	Presenter
5:30 pm	<b>Welcome and Introductions</b>	Bayer Vella
5:35 pm	<b>Packet Review and Meeting Business</b> Review meeting materials Review meeting summary notes Follow-up discussion: how implementation works Review changes to workbook	Elisa Hamblin
5:50 pm	<b>Discussion</b> Economy Policies and Actions (pgs. 5-7 of workbook) <i>(this is a continuation of the discussion started at meeting 2)</i>	All
6:10 pm	<b>Discussion</b> Complete Community Policies and Actions (pgs. 7-12 of workbook)	All
6:40 pm	<b>Work Session</b> Oro Valley's Downtown: Potential and Brainstorm	All
7:20 pm	<b>Homework and Next Steps</b>	Elisa Hamblin
7:25 pm	<b>Public Comment Period</b>	Open
7:30 pm	<b>Adjourn</b>	---

Notes:



Community Committee

**MEETING 3 HOMEWORK**

Please complete in preparation for the January 22, 2015 meeting.

**We're in the REVIEW GOALS AND POLICIES STAGE**

Our purpose is to **Identify Issues and Opportunities, Generate Ideas and Directions, and Provide Feedback and Revisions**

In advance of the meeting please dedicate some time to reviewing the packet materials and thinking about the following items:

- 1. Please review the meeting summary notes and make note of any corrections that are needed.

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- 2. Please review the edits to the updated workbook and make notes here or in the workbook.

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- 3. Please review the Complete Community section (pgs. 7-12) of the workbook and make notes here or in the workbook.

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- 4. Considering the vision and guiding principles, do you think there are items missing from the sections you have reviewed in the workbook?

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- 5. Do you have any other questions that you want to discuss at our next meeting? Please also let us know in advance at [ehamblin@orovalleyaz.gov](mailto:ehamblin@orovalleyaz.gov).

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Community Committee

**SUMMARY NOTES**

Meeting 2  
January 8, 2015

**We're in the REVIEW GOALS AND POLICIES STAGE**

Our purpose is to **Identify Issues and Opportunities, Generate Ideas and Directions, and Provide Feedback and Revisions**

**Attendance:**

**Present:**

Hannah Arellano  
Sue Bishop  
Donald Bristow  
Dick Eggerding  
Thomas Gribb  
Charles Huang  
Marilyn Lane  
Doug McKee  
David Perry  
Pete Schwarz  
Brianna Spaeth  
Joseph Winfield  
Cathy Workman

**Staff:**

Elisa Hamblin  
Teresa Shin  
  
**Depart Reps:**  
James Gardner, Parks  
Stacey Lemos, Finance  
Chris Olson, Police  
William Vicens, Economic  
Development

**Absent:**

Jennifer Bott  
Laura Wheelwright

**Misc:**

Bill Adler – Resident  
David Parker

**Welcome and Introductions**

- Elisa Hamblin welcomed both the committee and audience and thanked them for being part of this process.
- Members of the audience and previously absent committee members introduced themselves to the group.

**Packet Review and Meeting Business**

- Elisa provided a quick overview of the evening agenda.
  - ✓ Meeting 2 Agenda
  - ✓ Meeting 2 Homework
  - ✓ Meeting 1 Notes and Homework Answers
    - No suggested revisions to the 12/18/2014 meeting summary and sticky-wall notes were made – fine as they are.
    - Elisa suggested reviewing homework notes from Meeting 1 (12/18/2014).
  - ✓ Community Committee Meeting Schedule - Please note the meeting location will switch between Kachina and Hopi.
  - ✓ Economic Development Forum Report
  - ✓ Community Committee Workbook

**Discussion: Community Goals (pg. 4 of workbook) - 13 Goals/Key Ideas – Elisa turned the meeting over to the committee.**

- The committee discussed if some of the goals are more like actions than goals (for example 4.2.7 & 4.2.8).
- Committee also discussed possible redundancy in the goals.
- The committee asked for clarification on goals, policy and actions



## Community Committee

- ✓ Elisa referenced the Goals as the Emergent Layer, Policies as the Canopy and Actions as the Understorey. Action items are identified as a path to do the work. Policy and action define the goals.
- The committee discussed what is meant by “town center.”
  - ✓ Elisa clarified that the term town center is the term reflected from the community outreach phase and the desire to have a central gathering place, “Main Street.” “Where it is?” & “What it will be?” has yet to be determined.
  - ✓ The consensus of the committee is that a town center is not a goal.
  - ✓ Discussion was made if the goals should be a wish list (dream big) or reality.
  - ✓ Further discussion on if the Town Center idea is achievable and where would it be.
  - ✓ Another suggestion is that it be addressed in the Policies & Actions.
  - ✓ Elisa reassured that these are similar struggles the Environment Committee faced and that the Community Committee will have several passes at the document.
- Discussion about 4.2.1 being a major goal – It was agreed that it should be an opening statement, instead of a goal.
  - ✓ A committee member suggested re-wording it as “A well-managed and planned community that promotes social well-being, environmental protection, and economic growth.” – Note pad
  - ✓ Suggestion that 4.2.1 is put on hold for review
- Discussion about 4.2.2 – Is it directed to the government or the community at large?
  - ✓ Agreed that “local government” should be used.
- Committee asked how these Community Goals were generated.
  - ✓ Elisa explained that it’s a combination of the current existing general plan, vision & action plans, best practices from other communities and data collected.
- 4.2.3 & 4.2.4 & 4.2.5 can be tightened into 1 goal. Discussion if these are goals or actions.
- 4.2.6 – Committee member suggested that the action items relating to this goal can be inconsistent with zoning codes.
  - ✓ Discussion if the word “complete” should be removed.
- 4.2.7 & 4.2.8 – Discussed if these were actions for other goals.
- 4.2.9 & 4.2.10 – Committee suggested that they be combined at Elisa’s discretion.
  - ✓ It was later agreed by the committee to keep them separate.
- Discussion about the word promote and what it means – suggested definition as to “put things into action.”
- 4.2.11 – Committee agreed that it should be reworded.
  - ✓ Suggestions included: “Provide increased opportunities” or “Strive for engagement and give people opportunity for input” or “Engage.”
- 4.2.12 – Committee discussed wording of goal.
  - ✓ Protection may not be the right word. It seems as if it may have already been achieved. Suggestion “maintain or increase levels of protection).
- It was suggested that 4.2.13 can be combined with 4.2.12.

### Presentations

- Economic Development, William Vicens, Economic Development Specialist, Division of the Town Manager’s Office
  - ✓ Marketing & Branding – “It’s in our Nature”
  - ✓ Presence at trade shows
  - ✓ Business retention & Site Retention – identify issues and resolve them
  - ✓ Single point of contact for special events and upcoming 2015 events:
    - Inaugural Oro Valley Meet Yourself
    - 11<sup>th</sup> Annual Distance Classic
  - ✓ Arts & Culture Liaison – Free tours at least once a month
  - ✓ Partner with Visit Tucson – National & International Market
  - ✓ Tourism – Advertising in US Airways Magazine (budget permitting)
  - ✓ Regional Partners – Oro Valley Chamber of Commerce & Your Voice Our Future



## Community Committee

- ✓ Visit Tucson/Sports Tourism
- ✓ TREO
- ✓ Trends – Bioscience and Tech Companies from California & Retail & Boutique shops (examples: Zpizza, Breadsmith)
- ✓ Questions:
  - Meet Yourself event details – March 21/22, OV Marketplace
  - Explain site retention visit – Partnership with DIS, example explaining codes
  - Do you receive feedback why not Oro Valley?
  - What is the potential of other companies like Roche to come to Oro Valley? Is there a limit due to land/space?
- Town Budget & Finance, Stacey Lemos, Finance Director – Handout (Popular Annual Financial Report FY 14)
  - ✓ Council adopted strategic plan – 2 year short term
  - ✓ Voter approved general plan – Long term
  - ✓ Overview of revenue sources (Chart in handout)
    - Local Sales Tax – Retail, Construction, Hotel/Motel, Restaurant/Bar
    - State Sales/State Income/Gas/Vehicle Tax – Reoccurring annually & Distributed by state.
    - Cable
    - User Fees
  - ✓ Who has the authority to enact revenues
  - ✓ Budget is \$107 Million
  - ✓ General Fund – Main operational Fund
  - ✓ Expenses – the percentage spent (Chart in handout)
  - ✓ 5 year forecast (Charts in Handout) – Will be updated
  - ✓ Questions:
    - State share revenue – Cities and Towns lobby to make sure the state doesn't take away the state shared revenues.

### Discussion: Economy Policies and Actions (pgs. 5-7 of workbook) – Elisa turned the meeting over to the committee.

- ✓ Elisa reminded the committee that these are the lower levels from the goals.
- ✓ 4.3.1 – Discussion of the core industries (Continuing Care, Senior Living, Light Manufacturing)
- ✓ 4.3.1.2 – Use a different term for high paying jobs and emphasize jobs that fits the character of the town.
- ✓ 4.3.1.3 – Discussion on the meaning of advanced business services.
- ✓ 4.3.1.4 – Define “commercial” in commercials scale providers
- ✓ Elisa reminded the committee that they will have an option to make recommendations to the Development Committee via memo. Similar to the memo's sent by the Environment Committee.
- ✓ Also the General plan is for 10+ years where as the strategic plan is more specific 2+ years.
- ✓ 4.3.2 - Committee member suggested “Pursuing zoning that encourages/allows for sales tax revenue”.
- ✓ 4.3.2.1 - Member suggested take a look at the zoning codes vs. sales tax revenue producers.
- ✓ 4.3.2.2 – Committee agreed to edit.
- ✓ 4.3.2.3 – Clarification was asked. Maintain vitality in the area, so develop partnerships or opportunity to develop (with vacant employment & retail centers) – Possible outcome – pop up art center. An example: Use the unused space to display student work.
- ✓ 4.3.2.5 – Committee asked for a re-write. There was a discussion of a shovel ready strategy.
- ✓ Elisa wrapped up the work due to time. Next meeting will start with 4.3.3. The next meeting will include edits submitted and edits discussed in this meeting.

### Homework and Next Steps

- Turn in anything with notes or editing, or send it in within 3 days.
- The next packet will be sent out in 1 week via email. Let us know if you would like a hardcopy that you can pick up.



## Community Committee

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- Next meeting will be Thursday, January 22<sup>nd</sup>, in the Kachina Conference room. Same time.

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### Public Comment Period - Open to audience

- Bill Adler, OV Resident – Action is a commitment. Focus on actions for the town to take vs. definitions


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### Adjourn

- Homework was collected
- Elisa again thanked everyone and adjourned the meeting

## Your Voice, Our Future: Community Committee Schedule

Outreach work continuing through all phases of the project include: YourVoiceOV.com web updates, Town of Oro Valley web updates, email announcements, stakeholder and organization meetings as well as broad news and media publications for events.

STAGE	PURPOSE	DATE	TOPICS
<b>KICK-OFF</b>	Orientation	Aug 27	Welcome & Introductions Team Building Project Overview, Expectations and Next Steps
<b>OTHER COMMITTEES</b>	Review and Recommendations	Sept – Dec 2014	Environment Committee (First committee meeting Tuesday, September 23, 2014)
<b>INTRODUCTION</b>	Project Overview Open Discussion	Mtg. 1: Thurs. Dec 18 (Kachina)	1. Meeting Business 2. Charter and Expectations 3. Presentation – Vision and Guiding Principles 4. Discussion 5. Homework and Next Steps
<b>REVIEW GOALS &amp; POLICIES</b>	Identify Issues and Opportunities Generate Ideas and Directions Feedback and Revisions	Mtg. 2: Thurs. Jan 8 (Hopi)	1. Meeting Business 2. Presentation – Background Information 3. Discussion – Community Goals, Economy 4. Homework and Next Steps
		Mtg. 3: Thurs. Jan 22 (Kachina)	1. Meeting Business 2. Presentation and Discussion – Complete Community 3. Work Session – Oro Valley’s Downtown 4. Homework and Next Steps
		Mtg. 4: Thurs. Feb 5 (Hopi)	1. Meeting Business 2. Presentation and Discussion – Town Services, Facilities and Buildings 3. Homework and Next Steps
		Mtg. 5: Thurs. Feb 19 (Kachina)	1. Meeting Business 2. Discussion – Environment, Community and Development 3. Tentative Recommendation 4. Homework and Next Steps
<b>RECOMMENDATION</b>	Feedback and Revisions Endorsement	Mtg. 6: Thurs. Mar 5 (Hopi)	1. Meeting Business 2. Discussion on Final Draft 3. Final Recommendation
	<b>OTHER COMMITTEES</b>	Review and Recommendations	Jan – Apr 2015 Development Committee (First committee meeting Wednesday, January 14, 2015)
<b>COMPILATION</b>	Bring together materials Publish Draft	May – Aug 2015	Project staff will work with each committee to form final recommendations and combine all components with other supporting info to create the <i>Your Voice, Our Future Plan</i>
<b>FINAL PLAN</b>	Adopt Plan	Sept 2015	Planning & Zoning Commission Briefing
		Oct 2015	Planning & Zoning Commission Hearing
		Nov 2015	Town Council Hearing
		Dec '15 – Oct '16	Public Engagement – Did we get it right?
	Accept Plan	Nov 2016	Public Vote on <i>Your Voice, Our Future Plan</i>

# Leadership Interviews Summary Report

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## Summary:

This is a report on the results of a series of leadership interviews as part of the General Plan update process. This is one method outlined in the adopted Public Participation Plan which will help inform economic development and other aspects of the new General Plan.

## Discussion:

The adopted Public Participation Plan for the Oro Valley General Plan identified the need to hold a series of leadership interviews as part of Phase 1 of the project. The leadership interviews are defined as “one on one meetings to interview local leaders” such as key employers, etc.

A series of four individual meetings were held from January – March 2014. The Town of Oro Valley staff who attended the interviews include: Amanda Jacobs, Economic Development Manager, David Williams, Planning Manager and Misti Nowak, Communications Administrator. Leaders interviewed are listed below.

Date	Business	Leader
January 8	Sanofi US	Ken Wertman, Site Director, VP
January 13	Oro Valley Hospital	Jae Dale, CEO
March 19	Securaplane	Shubhayu Chakraborty, President
March 31	Hilton El Conquistador Golf & Tennis Resort	Lynn Ericksen, General Manager

At each interview the leader was given the opportunity to share their thoughts about the future of Oro Valley. Attached to this report are the notes from each of the four interviews. Listed below are the three questions which they were asked.

1. *Relative to the success of your business, what do you most appreciate about Oro Valley?*
2. *What are the challenges facing the Oro Valley business community over the next 10 years?*
3. *What kind of community should Oro Valley be known for?*

## Conclusion:

This report is for information only.



## Sanofi

**Dr. Kenneth Wertman, Site Director, VP**

### Interview with David Williams and Amanda Jacobs on 1/8/14

We started off discussing the background of the General Plan and Ken was interested in the adoption of the current plan. We discussed the history of the 2005 plan including the ballot failure and subsequent successful revision.

Ken requested additional information about commercial construction projects in Town. We discussed new restaurants and apartments that are soon to open. Economic Development is going to send him additional information about this development activity.

#### **1. Relative to the success of your business, what do you most appreciate about Oro Valley?**

- Partnership with Tucson Regional Economic Opportunities, Inc (TREO), Critical Path Institute (C-PATH) and BioIndustry Organization of Southern Arizona (BioSA)
- The “opportunity for synergy” to grow biotech in Oro Valley. He is discovering that Sanofi is a ‘great fit with Ventana Medical’s diagnostics emphasis. This synergy can help grow biotech in Oro Valley.
- Several factors that help attract and retain a quality work force:
  - Quality of life
  - Good schools
  - Good roads (recently improved)
  - Recreational opportunities especially hiking and biking.
  - He noted bike lane and bike path facilities need to continue to be completed and that the separate bike paths are preferred by employees and are safer (less vehicle conflict). They had someone get seriously hurt when hit by a car.
- The isolation of his group from the larger industry on the east coast, specifically, makes us unique in the Sanofi company. This is a positive once people appreciate what Oro Valley and Tucson have to offer.
- “Locale is key” Being remote makes us special. This creates both opportunities and challenges
- “Friends in all branches of industry” (Amanda- do you have more on this?) My note said Friends with all/Specialty with diagnostic diseases
- Most Sanofi employees (85%) live in Oro Valley.

#### **2. What are the challenges facing the Oro Valley business community over the next 10 years?**

- There is a negative side to attracting talent at the remote locale in Oro Valley. That is ‘it’s not a deep employment market. The only other employer for scientist types is the University of Arizona”, leaving our market very shallow for households with a spouse who is often also a ‘geek’ or scientist to employ.
- Trailing spouses

- “bringing in more biotech jobs to Oro Valley.” The UA does provide some job market depth, however more is needed.
- “2/3 of science majors at Arizona’s universities leave the State to find work.” So we are creating the right types of workers but we don’t have enough jobs for them.

**3. What kind of community should Oro Valley be known for?**

- “A healthy community” This is easily agreed to by everyone in Ken’s opinion. Oro Valley promotes a healthy, low stress environment through its recreational amenities and beautiful natural setting.
- “Should be known for smart growth” by this he means ‘attractive’ growth, aesthetically pleasing, using signage as an example of things done well by the Town. He cited Grant Road as an example of what we should never do. He disfavors gaudy signs and strip malls.

**4. Extra: What needs to happen in the community to aid expansion of your business?**

- “the Town does not play a big role in this”
- However, attraction and retention of talent is an area where the Town does help.
- We seem to attract more independent, entrepreneurial types of people; those willing to locate in a smaller community like OV
- The Town needs to attract other high tech firms; particularly “ones that we can strike a partnership with.”
- “We are in a sub-critical mass zone currently” We need more firms to reach critical mass (no further detail mentioned)
- Ken addressed the Arizona Board of Regents on the subject of how to grow and nurture companies. Ken’s point to the Board was that all the firms in southern Arizona are essentially home grown companies started at the UA or by local alumni.
- Incubators are needed for start up firms and perhaps a partnership with the County and/or State could be achieved to fund incubator space development. “Start ups need facilities for a first step.”

**5. Extra: What do your prospective employees look for when considering relocation to Oro Valley?**

- See earlier comments regarding positive aspects of Oro Valley.
- Primary factor- employment for the spouse is key therefore the depth of the job market is a big factor
- Secondary factor- housing, roads, parks, schools

**Oro Valley Hospital**

**Jae Dale, CEO**

**Interview with David Williams and Misti Nowak on 1/13/2014**

**1. Relative to the success of your business, what do you most appreciate about Oro Valley?**

**Jae Dale:**

Oro Valley is a growing community, and one of the things that drives us is our response to that growth. Oro Valley Hospital and its affiliated physician groups and the outpatient services we provide are constantly trying to understand the implications of that growth; both in terms of population, the demographics that are related to it and the industries that are trying to establish a foot hold in the community as well. With those pieces, we are trying to respond to it and trying to project out into the future what the needs will be.

In some areas we have done well, i.e. orthopedic surgery. For example, we have some of the most cutting edge technology available in knee replacement surgery. We are certified through a variety of agencies: the Joint Commission which is the accrediting agency for total knees, joints and stroke certification. We are also a trauma level 4 center as well, which brings us into the trauma program. Patients that need our services because they have had an accident of some type can be brought right to our emergency department. We take care of them and/or stabilize them.

**David Williams:** Summary of first question:

The growth part of Oro Valley is something that you try to get a handle on and understand -- what that means, what that growth is made up of.

**Jae Dale:** Right ... yes.

**2. What are the challenges facing the Oro Valley Business Community over the next ten years?**

**Jae Dale:**

I think the business community has the same challenges we have because the businesses that develop here or relocate to Oro Valley are very interested in how they can provide services so that their customers do not have to leave the area to obtain whatever services or goods they are trying to get.

I think getting the word out is very important, because Oro Valley residents, I find, tend to want to use local businesses and they want to support locally. If you look at some of our shopping centers, I've noticed that there is a much larger percentage of individual businesses as opposed to franchises, certainly we have our franchises here as well; and national companies and so on. You see a lot more of that mom and pop restaurant or

services store than you do in other communities. I think that's remarkable and I think it also reflects the nature of the people who live here, that they like to support those kind of things.

### **3. What kind of community should Oro Valley be known for?**

#### **Jae Dale:**

Great question! We are already becoming known, if not known, for our education system here; becoming known for a safe place to raise a family, it's already a great retirement destination. I think there are some very good foundational areas that we are known for. Up and coming, what are the dynamics, what challenges do we have? I think it's balancing out that what we are already known for and not losing any of it while we try to build on other basis, i.e., light industrial development, more businesses moving to the area, more headquarters, more home bases. I think you can do that, but I think you have to really focus on making sure it's the right type of business that moves to the area and not just for the sake of growth, but that it's the right type of growth. I think that's a challenge. I think that's going to be a very big challenge for the leadership of Oro Valley to make sure that they can walk that very tight rope and yet provide the level of growth this Town needs to sustain itself from both an income basis as well as providing services and products that our residents expect.

#### **David Williams:**

In terms of the recent growth, you have probably noticed some construction in Town going on; any concerns or thoughts about that ... we're building a lot of higher density or apartment units right now ~800 going in total. Any thoughts about that in terms of do you think that's the right type of growth, is that what you expect or does that surprise you?

#### **Jae Dale:**

As I understand it, the ratio of high density housing to the population is quite low in Oro Valley and I think that it is something needed. When you look at my employees for example, not everyone can afford to buy a home; especially in Oro Valley. It's a very high demand area for a number of reasons. I think having apartments or more entry level housing is going to be a real benefit to all of us and allow us to be able to hire the people we need to take care of everyone that's in our community. I guess I'm looking at it purely from the hospital perspective, but I think other businesses are probably going through the same kind of concerns.

The bus system is not real strong up here, so it's hard for people to get to this area

Those who want to come down here for a few months, but do not want to buy a house from Wisconsin or Michigan or South Dakota or wherever they come from for the winter ... I think that (new rental housing) will open the doors up for that seasonal population growth that we tend to see in the wintertime. So two fold benefits, I believe, from that population density.

Plus everyone that moves here, typically shops locally. It will create a synergistic effect that will have a real good benefit because the majority of shopping will be done locally.

So the grocery stores, department stores, hardware stores and so on will be utilized much more.

**Extra:** Is there anything that could happen or what needs to happen in the community to help expand your business or to aid you in expansion?

**Jae Dale:**

As I mentioned earlier, we try to respond appropriately to the needs of the community. There are some large challenges in healthcare with the new healthcare act that is going in to place right now and the implications of that act of what it means to both individuals as well as employees and employer groups ... not exactly sure how it is going to all pan out ... not sure if anyone knows. My hope is that the leadership in our federal government and state government understand and respond quickly to the needs of our patients/population, so as they roll this thing out that there are not unintended consequences that come from it; and if there are, then to address them quickly and not let them fester and develop into bigger and bigger problems.

So from our perspective that's one of the unknowns that may or may not affect our ability to provide services here and what services we provide.

**MEGGITT – Securaplane**

**Shubhayu Chakraborty, President**

**Interview with David Williams and Amanda Jacobs on 3/19/2014**

**1. Relative to the success of your business, what do you most appreciate about Oro Valley?**

Shubhayu said the Economic Expansion Zone (EEZ) process for review and approval of their facility was smooth. This process was a big part in the company's decision to build. He noted there were doubters regarding the ability to get their facility project done in the required timeframe. Shubhayu noted 'other businesses struggled with expansion.'

Regarding talent and recruiting, he suggested creating a more comprehensive package of information that includes:

- quality of schools
- housing / temporary housing opportunities
- amenities
- includes all schools, not just ones in OV (Salpointe, Catalina Foothills)
- events promotion
  - El Tour
  - Gem Show

He mentioned that Oro Valley 'housing is a good story to tell when recruiting.'

**2. What are the challenges facing the Town of Oro Valley business community over the next ten years?**

His first concern was traffic, specifically:

- slow pace
- lack of synchronization of signals
- no turn on red at Target

Additionally, Shubhayu indicated the balance of nature and open space is important, he said, "don't over build." He cited Los Angeles as an example. He does not care for the repetition of commercial development (CVS, fast food, etc.). He suggested overbuilding should be stopped. He wondered if the new apartments are too many. He also wondered whether there are too many hotels.

Shubhayu stated what is the correct planning? Urban or Suburban?

He likes recent street improvement projects noting Lambert Lane and he likes and uses Riverfront Park for company events.

**3. What kind of community should Oro Valley be known for?**

Shubhayu said we need to get the message out that we are:

- 'business friendly'
- 'family friendly'

The Town needs more cultural events according to Shubhayu such as:

- Tucson meet yourself
- Ethnic/cultural food events
- La Encantada type-events (SAACA)

Finally Shubhayu mentioned more transit service is needed:

- Preferably rail (takes too long to get downtown)
- to both airports (Tucson & Phoenix)
- travel is not convenient to downtown
- transit makes Oro Valley more attractive

## Hilton Tucson El Conquistador Golf & Tennis Resort

Lynn Ericksen, General Manager

### Interview with David Williams and Amanda Jacobs on 3/31/2014

#### 1. Relative to the success of your business, what do you most appreciate about Oro Valley?

“Current Council majority has transcended issues and created a healthy environment for business community.”

A need exists to “holistically approach” the development of the Town.

“Previous Councils have been ‘whip-sawed’ by a small minority of residents which has slowed Town progress.

Lynn promoted a “pro community” approach that did not pit business against residents. He indicates this type of polarization is bad and will not lead to success of the community. Further, and importantly, businesses should not excel at the expense of residents.

He brought up the LOVE Blog and that the approach by the Blog has been to create a winners and losers mentality and this negative mentality can be problematic.

Lynn noted the “strength of character by the current Council underscores recent Town successes.”

Lynn stated “good things are happening,” such as:

- Adoption of the EEZ – “it appeared to be a gift to some” and it took guts by the Council to adopt a concept that creates synergy and a good thing for corporate clients like Ventana/Roche

He noted Ventana Roche is a major client of Hilton at times hosting the firms ‘Sales Symposium.’

Lynn recognized business growth and employers are key to Hilton success.

25-33% of the Hilton’s workforce are OV residents. This includes people who graduated from high school locally and professionals that have moved into the Town. Most of the Hilton’s management teams are Town residents Lynn said.

Lynn stated the hospitality industry is economically important to the region and we need to grow the industry. People don’t just spend their money in the hotel, but spend their money within the community (shopping, dining, theatres, doctors, etc).

The Town’s reputation for safety is important and acts as a competitive advantage according to Lynn.

#### 2. What are the challenges facing the Oro Valley business community over the next 10 years?

Lynn indicated there are missing pieces in Oro Valley when it comes to competing:



- proximity to shopping and restaurants (Example: Kolb & Sunrise. 9 restaurants in proximity to Loews Ventana Canyon).
- lack of Town Center; he was disappointed Blake Hastings town center development did not happen.
- Upscale shopping, such as Casas Adobes

A challenge for the town is building on our 'sense of place.' Lynn supports public action to create a facility such as:

- performing arts center
- small theater
- big theater

He believes a public / private partnership is the best way to approach such a facility. Ideas included a Tucson Museum of Art branch. Fine arts are needed as an Economic Development tool.

He noted there are "too many CVS's," etc, which are non-distinct and don't contribute to a town center.

Lynn said the "quality of the workforce" in Oro Valley has improved since 2007. They are seeing more college degreed applicants. "The Hilton has advancement opportunities" he stated. They are developing managers on staff. He noted Pima, NAU, UA graduates coming to the Hilton.

One challenge Lynn noted, was to "recognize amenities needed to attract workers, such as more Noble Hops type places, more restaurants and shopping" opportunities. Oro Valley needs to create a "buzz" of activity in the Town similar to what attracts people to downtown Tucson.

An additional challenge is promoting tourism, or "destination marketing." He stated Visit Tucson succeeds and their efforts represent 20% of the Hilton's business. Organizations like this are a "one stop shop of info" for prospective visitors and conventions. The Town will need to increase their level of contributions to Visit Tucson if additional hotels/resorts are attracted/annexed.

To grow the Oro Valley tourism industry "destination marketing capacity is needed."

Lynn said Scottsdale spends \$11 million on tourism marketing vs. Tucson which spends \$7 million. If Oro Valley ever decided to fund its own bureau, they would need critical mass. Oro Valley is doing a good job but needs to go all "in" for promotional efforts and even become a 'winter sports destination.' He had a suggestion to build another Olympic size pool at the aquatic center.

**3. What kind of community should Oro Valley be known for?**

Lynn wants something to make Oro Valley compelling. Sports such as archery are a small market, however swimming has greater potential. He felt a public / private component in these facilities makes sense. He cited the Omaha example where there is a "City Hotel" which is owned by the city.

He said we have to pass a bond to build needed facilities and that "takes courage."

Schools are an important positive for the community, they are a "counter point to poor state schools." This can be a hurdle for Oro Valley. Our good schools make a difference according to Lynn.

"Public safety is important" and safety is 'a selling point for Oro Valley," says Lynn.

He said Catalina State Park is a huge asset. However, eco-tourism opportunities exist in Oro Valley but we are not unique in this resource.

Lynn indicated his interest in committee work for the Your Voice project.

# memo



To: *Your Voice* Community Committee Members  
From: *Your Voice* Environment Committee Members  
CC: Vella, Bayer; Hamblin, Elisa  
Date: 12/22/2014  
Re: Environment Committee Recommendations

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The *Your Voice* Environment Committee is comprised of residents of the Town of Oro Valley and has met a total of seven times from September to December 2014. This committee is charged with addressing goals, policies and actions related to natural resources, water resources, cultural resources and clean environment. Upon completion of their work, they would like to make recommendations to the Community Committee on the following items and respectfully request the Community Committee consider these items throughout their work.

- Trails and corridors
  - Create trail linkages with Marana and Pima County
  - Limit motorbikes, dirt bikes on trails as they may create erosion/noise
  - Integrate pedestrian and bike-friendly access on roads and trails
  - Buffer wildlife corridors with trails and recreational areas
- Outreach
  - Coordinate education/outreach and training efforts for Town programs across Town operations
- Pedestrians
  - Increase walking areas – Increase width
  - Link schools – safe routes, other locations
  - Better integrate paved walking paths in new development
  - Require sidewalks everywhere
  - Create walking path connections – comfortable, safety and system
- Steam Pump Ranch
  - As an historic park, consider unique relationship to park system

# COMMUNITY COMMITTEE WORKBOOK



## INTRODUCTION

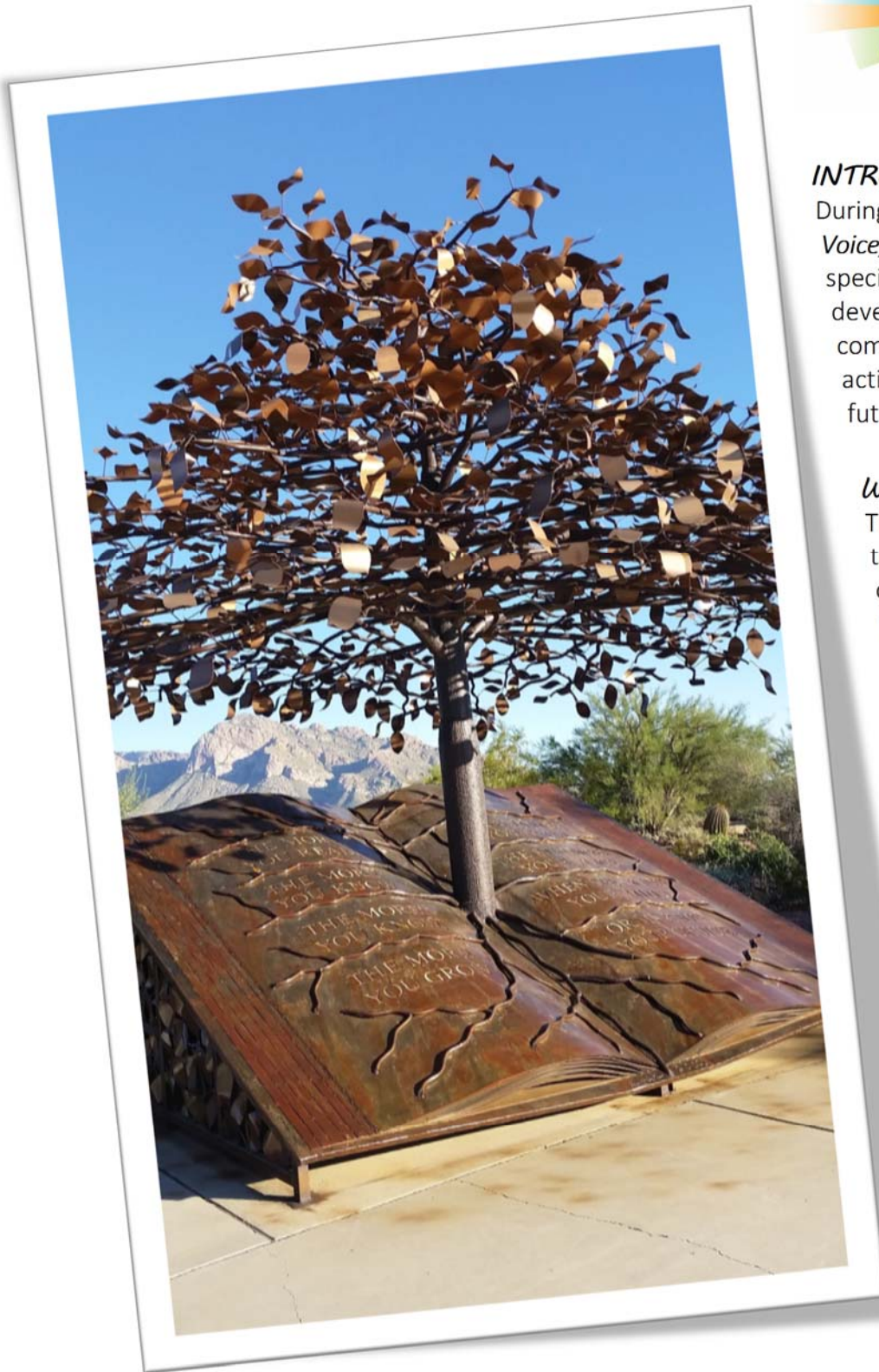
During Phase 2 – ‘Let’s Think’ of the *Your Voice, Our Future* project, three topic-specific committees will be working to develop goals, policies and actions for the community’s plan. This work will guide actions and decisions for the Town’s future over the next ten years.

### *What is the workbook?*

The workbook is a tool for committees to use. It’s designed to be friendly, offer ideas and help you dive into your work. All the answers aren’t in this document, instead it represents some ideas that are supported by the community’s vision and guiding principles.

### *How should I use it?*

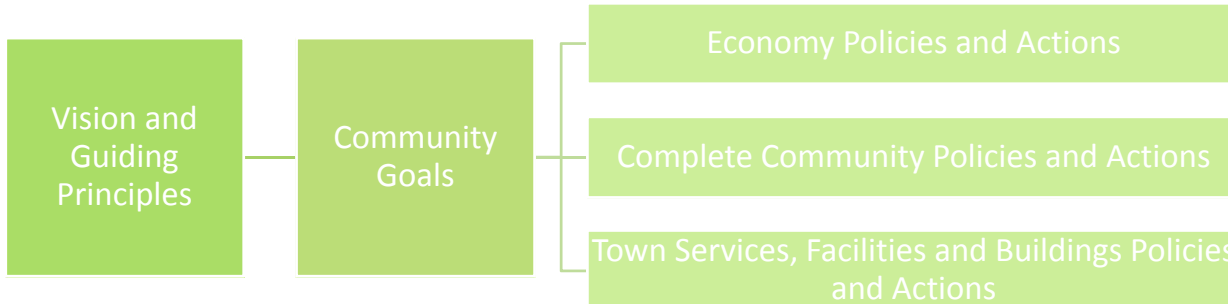
Read it – mark it up – make notes and bring your ideas to the committee meetings! This plan can’t be built without the unique contributions of every committee member and this workbook should help you bring your ideas into one place. Together we can build something that truly directs a positive future for the community.



# COMMUNITY COMMITTEE WORKBOOK

## How is the workbook organized?

The information in the workbook was examined through the lens of the endorsed vision and guiding principles. The goals offer big directions and the policies and actions take the next step.



Throughout this workbook you will see references to the Vision and Guiding Principles referenced after every goal, policy and action in parentheses. This is a way to track how we’re lining up with what the community told us what important. The key for these Vision and Guiding Principles codes can be found in the key below.

**Code V&GP Phrase**

V-1	Well-managed community
V-2	Opportunities for quality living
V-3	Friendly, small-town character
V-4	Access to daily services
V-5	Access to employment
V-6	Access to recreation
V-7	Strong sense of community
V-8	High regard for public safety
V-9	Extraordinary natural environment
V-10	Extraordinary scenic views
GP-1	Focus on community safety and maintain low crime
GP-2	Ensure integrity of scenic beauty and environment
GP-3	Keep the unique community identity as a special place
GP-4	Create a complete community with a broad range of shopping, dining and places to gather
GP-5	Minimize traffic and increase ways to get around Town
GP-6	Manage how we grow and maintain high design standards
GP-7	Grow the number of high quality employment opportunities
GP-8	Ensure Oro Valley is a family-friendly community
GP-9	Support and build on high quality of schools
GP-10	Provide more parks, recreation and cultural opportunities for all ages
GP-11	Promote conservation of natural resources
GP-12	Maintain financial stability

**Oro Valley’s Vision**

To be a well-managed community that provides all residents with opportunities for quality living. Oro Valley will retain its friendly, small-town character, while increasing access to daily services, employment and recreation. The Town’s lifestyle continues to be defined by a strong sense of community, a high regard for public safety and an extraordinary natural environment and scenic views.

# COMMUNITY COMMITTEE WORKBOOK

*What do I need to know?*

**Please Note:**

- ▲ **Asterisks\*** indicates source comes from the current Town General Plan, Focus 2020, or the adopted Town Zoning Code.
- ▲ Statements with a ( ) afterwards indicate a relationship to another chapter.
- ▲ Text in **red** indicates an update for version 2 of this document.
- ▲ Text that has been **highlighted** indicates a need for further discussion.

**Goal:**

The desired result or the envisioned future. A goal answers the question “what does the Town strive for?”

**Policy:**

Identifies a course of action to help achieve the goals.

**Action:**

Indicates the specific actions to take in order to fulfill both the policies and the goals.

*How will this fit into the final plan?*

The work of this committee will feed into the final plan, along with the work of the other two committees.

**1. Introduction**

- a. How this plan was created: process, vision and guiding principles, state requirements
- b. How to read this plan: organization and plan content
- c. How this plan goes to work: implementation measures

**2. How to use this plan: plan administration**

- a. Amendment criteria

**3. Environment**

Topics include: Sonoran Desert Resources, Water Resources, Cultural Resources and Clean Environment

**4. Community**

Topics include: Economy, Complete Community and Town Services, Facilities and Buildings

**5. Development**

Topics include: Land Use and Design, Development and Growth Areas and Infrastructure

**6. Conclusion**

**7. Appendices**



# COMMUNITY COMMITTEE WORKBOOK

## 4.1 Discussion: Overview of chapter

*[Placeholder - text to be developed]*

Priorities from the community in this chapter  
 Explanation of legal requirements – topics that must be covered as part of State elements

## 4.2 Community Goals

Following is a list of goals that would help to achieve the long-term vision for the community. The community goals outline a safe well-planned community that benefits the local economy and promotes healthy lifestyles, quality neighborhoods, lifelong learning and a sense of community.

Listed in order of the topics in this chapter.

All goals have a relationship to the goals in other chapters.

The Town of Oro Valley strives for . . .

*[Previous goal 4.2.1 moved to opening statement above]*

- 4.2.1. Long-term financial and economic stability and sustainability for **Town government.\*** (GP12)
- 4.2.2. A robust local **economy and** job market which provides opportunities for quality employment, **builds on Oro Valley's assets, and encourages high-quality growth.** (GP07)
- ~~4.2.3. A diversified local economy that builds on Oro Valley's assets (V05)~~
- ~~4.2.4. Strategic and high quality economic growth and development. (GP03)~~
- 4.2.5. A **complete community** with a wide range of services, amenities, shopping and dining opportunities and housing types which meet the needs of current and future residents. (GP04)
- ~~4.2.6. An established Town Center which provides a central gathering place that serves as the heart of the community and offers many other community benefits. (GP04)~~
- 4.2.7. A high-quality parks, recreation and open space system that is accessible, comprehensive, integrated and serves the community's needs. (GP10)
- 4.2.8. Diverse, enriching and quality education opportunities. (GP09)
- 4.2.9. Diverse, enriching and quality arts and culture experiences and amenities **accessible to all residents.** (GP10)
- 4.2.10. ~~Engaged residents who are involved in the community and are provided many~~ **Increased opportunities for residents** to provide meaningful input on Town decisions and planning. (V07)
- ~~4.2.11. Protection from the threats of natural and man-made hazards and national emergencies. (GP01)~~
- 4.2.12. Safety for all residents and visitors **during emergencies, and from the threats of natural and man-made hazards,** whether at home, work, or other activities. (V08)



# COMMUNITY COMMITTEE WORKBOOK

## 4.3 Economy Policies and Actions

This section addresses economic development and the Town’s fiscal conditions.

### **Suggested POLICY**

- 4.3.1 Develop a diversified and robust economic base to support long-term economic stability. (GP12)

### **ACTION ideas**

- 4.3.1.1 Develop strategies which support and retain existing businesses **within the community**. (V05)
- 4.3.1.2 Develop strategies to attract new ~~high paying~~ jobs in a **full** range of business sizes ranging from small businesses to large scale employers, **which are compatible with the character of the Town**. (GP07)
- 4.3.1.3 Develop strategies which promote and support Oro Valley core industries including tourism, healthcare, bio/life sciences and suppliers, **senior living, light manufacturing** and ~~advanced~~ business services. (GP07)
- 4.3.1.4 Develop strategies which attract renewable energy technology research ~~industries~~, manufacturers and installation industries. ~~commercial scale providers~~. (GP07)
- 4.3.1.5 Develop strategies to attract commercial, industrial and business park employment centers. (DEV) (GP07)

### **Suggested POLICY**

- 4.3.2 Establish programs, strategies and investments which ensure the Town’s economic prosperity. (GP12)

### **ACTION ideas**

- 4.3.2.1 Maintain and periodically update the Town’s strategies for economic development as part of the strategic planning process.\* (GP12)
- 4.3.2.2 Make strategic public investments, ~~such as multi-modal transportation improvements or Town Center amenities,~~ as part of the Capital Improvement Program that support desirable economic development.\* (DEV) (GP12)
- 4.3.2.3 Create private and public sector **partnerships and improvement** programs **for temporary use, beautification, or publicity on** underutilized or vacant employment and retail centers. (DEV) (V05)
- 4.3.2.4 Utilize the Town's economic development programs to pursue and support uses and businesses which diversify the local tax base, increase local employment and





# COMMUNITY COMMITTEE WORKBOOK

decrease the amount of tax dollars leaving the community.\* (GP12)

4.3.2.5 Coordinate **infrastructure expansion and with energy providers to plan for** future utility services in Innovation Park and other key employment and commerce sites. (DEV) (V05)

4.3.2.6 **Pursue zoning changes that maximize opportunities for increased sales tax revenue.** (DEV) (GP12)

***Suggested POLICY***

4.3.3 Promote Oro Valley as an ideal destination for economic activity, tourism, shopping and cultural attractions. (GP12)

***ACTION ideas***

4.3.3.1 Develop strategies to promote the value of Oro Valley’s assets, including public safety, natural beauty and sense of community, as part of overall economic development strategy. (V01)

4.3.3.2 Develop information and resources which promote Oro Valley as an ideal destination for outdoor recreation enthusiasts and sports tourists by capitalizing on the Town's location as the gateway to natural areas and the Town’s current and planned sports facilities. (V06)

4.3.3.3 Create a plan which outlines preservation and adaptive rehabilitation of historic properties as a means to foster economic vitality. (COMM) (GP03)

4.3.3.4 Develop strategies which promote a range of retail options including regional, neighborhood serving and main street retail and grocery stores in diverse settings. (DEV) (GP04)

***Suggested POLICY***

4.3.4 Support the Oro Valley workforce through education and training programs and needed services and amenities. (V05)

***ACTION ideas***

4.3.4.1 Support workforce training for a range of industries such as biotechnology, technical education, trades, and clean energy technologies. (DEV) (GP07)

4.3.4.2 Support ongoing higher education efforts in the community as a means to connect skilled workers with targeted employment sectors. (COMM) (GP07)

4.3.4.3 Support working families by encouraging development of quality, accessible child care, pre-school and adult/elder care options. (GP08)



# COMMUNITY COMMITTEE WORKBOOK

4.3.4.4 Support the development of uses that support the needs of local workforce and are compatible and consistent with the scale and character of the community.\* (DEV) (V03)

**Suggested POLICY**

4.3.5 Support annexations that are economically beneficial to the Town.\* (DEV) (GP12)

**ACTION ideas**

4.3.5.1 Create a strategy for annexations that reflects the needs of the community and appropriate financial planning. (DEV) (GP12)

**Suggested POLICY**

4.3.6 Maintain financial stability for Town operations, programs and services. (GP12)

**ACTION ideas**

4.3.6.1 Create a plan to study and strategize on alternative revenue sources which includes a high level of resident involvement.\* (GP12)

## 4.4 Complete Community Policies and Actions

This section addresses topics related to the creation of a complete community. A complete community is one that serves the needs of residents on a day-to-day basis and gives people a sense of connection to their neighborhood and community. It also provides opportunities for civic engagement, healthy lifestyles and lifelong learning.

**HEALTHY LIFESTYLES**

**Suggested POLICY**

4.4.1 Promote the overall physical and social health of the community. (V02)

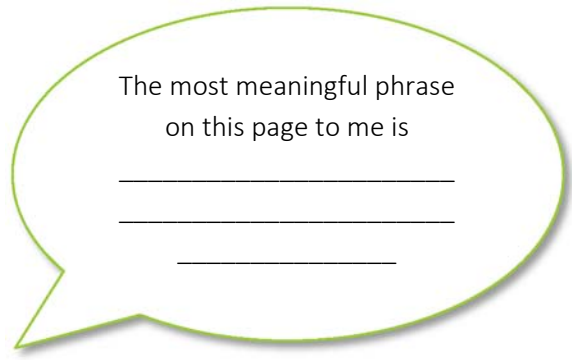
**ACTION ideas**

- 4.4.1.1 Develop strategies to integrate public gathering spaces which encourage social and community interaction into existing commercial areas. (V03)
- 4.4.1.2 Integrate public education about the benefits of physical activity into existing Town programs. (V02)
- 4.4.1.3 Study and develop a plan identifying appropriate means to improve access for all people to locally grown and healthy food. (V02)

**Suggested POLICY**

4.4.2 Provide equitable and appropriate park facilities and services for all residents in the community.\* (V06)

**ACTION ideas**



# COMMUNITY COMMITTEE WORKBOOK

- 4.4.2.1 Periodically review and update the Parks Master Plan as a means to evaluate and address the Town’s community park system conditions and needs.\* (GP10)
- 4.4.2.2 Explore the opportunities to serve the community’s recreation needs with the establishment of a community center. (GP10)
- 4.4.2.3 Study and identify sources of revenue for recreational purposes, such as land, facility and recreation program needs. (GP10)
- 4.4.2.4 Integrate spaces for community gatherings and events into park design which encourage social, educational and community interaction. (GP10)
- 4.4.2.5 Increase public awareness of the financial needs to acquire, build and maintain public parks. (GP12)
- 4.4.2.6 Develop and administer a public survey which gauges public support of a future bond measure to support park improvements. (GP12)
- 4.4.2.7 Utilize public/private partnerships and volunteerism program to preserve and enhance open space and park facilities. (V01)



**Suggested POLICY**

- 4.4.3 Link existing and planned neighborhoods with parks and open spaces by incorporating path and trail facilities. (ENV) (GP10)

**ACTION ideas**

[Placeholder, to be developed during Committee process]

**Suggested POLICY**

- 4.4.4 Provide public open space and park space where there is an existing park shortage or a need to preserve open space, natural areas or scenic views. (DEV) (V02)

**ACTION ideas**

[Placeholder, to be developed during Committee process]

**Suggested POLICY**

- 4.4.5 Cooperate with other jurisdictions, agencies, and organizations as opportunities arise to develop joint-use and multi-use facilities that benefit and address the recreational and social needs of the community.\* (V06)

**ACTION ideas**

- 4.4.5.1 Study and evaluate the feasibility of the development of public recreation or community education facilities in the community. (V06)
- 4.4.5.2 Develop a strategy to purchase property for larger recreational facilities of sufficient size and location that



# COMMUNITY COMMITTEE WORKBOOK

access can be shared equitably by multiple neighborhoods.\* (DEV) (GP10)

## NEIGHBORHOODS

### **Suggested POLICY**

4.4.6 Promote the creation of an inviting, walkable, attractive, vibrant ~~Town Center~~ **downtown district** which offers entertainment, public gathering places and a focus on the arts and creates a strong identity for Oro Valley. (GP03)

### **ACTION ideas**

- 4.4.6.1 Develop a plan for a designating a ~~Town Center~~ **downtown district** that serves as Oro Valley's main street. (GP03)
- 4.4.6.2 Update capital improvement and transportation plans to integrate needs as part of the ~~Town Center~~ **downtown district**, including bike and pedestrian transportation options and public amenities. (GP05)
- 4.4.6.3 Update economic development strategies to promote the ~~Town Center~~ **downtown district** as a premier destination for retail, restaurant, entertainment, public art and public gathering places in the community. (GP12)
- 4.4.6.4 Foster public/private partnerships in order to achieve common goals and desired improvements for the ~~Town Center~~ **downtown district**. (V01)

### **Suggested POLICY**

4.4.7 Support the development of a diversity of housing types within the community. (COMM) (V02)

### **ACTION ideas**

- 4.4.7.1 Conduct a housing inventory and market analysis as a means to determine long-term housing needs while considering changes in demographics and overall growth. (V01)
- 4.4.7.2 Develop a housing plan which considers the housing needs of the community. (V01)
- 4.4.7.3 Integrate strategies into the housing plan which address the needs of the workforce, including young professionals, teachers and bioscience employees. (V01)
- 4.4.7.4 Integrate strategies into the housing plan which address the needs of current and future residents, including students, young families, middle-aged residents, retirees and those with income constraints or disabilities. (V01)
- 4.4.7.5 Amend the zoning code as appropriate to allow for and encourage diverse housing development as identified in the housing plan. (V01)

### **Suggested POLICY**



# COMMUNITY COMMITTEE WORKBOOK

4.4.8 Foster development of complete neighborhoods with easy access to transportation and employment options, and commercial areas that offer amenities and services for residents' daily needs. (DEV) (V01)

**ACTION ideas**

- 4.4.8.1 Develop central gathering places as part of the ~~Town Center~~ **downtown district** which represent the character of the Town. (GP03)
- 4.4.8.2 Develop a plan which coordinates land use, police, engineering and transportation planning to provide safe, multi-modal transportation upgrades. (GP05)
- 4.4.8.3 Train regional experts to work with local grade schools to implement an effective Safe Routes to School program for school children.\* (GP05)

**Suggested POLICY**

4.4.9 Promote community interaction by planning for public land uses, such as parks, schools and other civic uses to act as the focus of neighborhoods. (DEV) (V07)

**ACTION ideas**

- 4.4.9.1 Integrate spaces for community gathering into neighborhood design which encourage social and community interaction. (V07)
- 4.4.9.2 Develop a plan to create a designated ~~Town Center~~ **downtown district** or art districts which provides opportunities for community gathering and meets the community's vision for the future.\* (DEV) (V07)

**Suggested POLICY**

4.4.10 Support the development of a range of dining and entertainment options which foster a sense of community and create common places to gather. (GP04)

**ACTION ideas**

[Placeholder, to be developed during Committee process]

**LIFELONG LEARNING**

**Suggested POLICY**

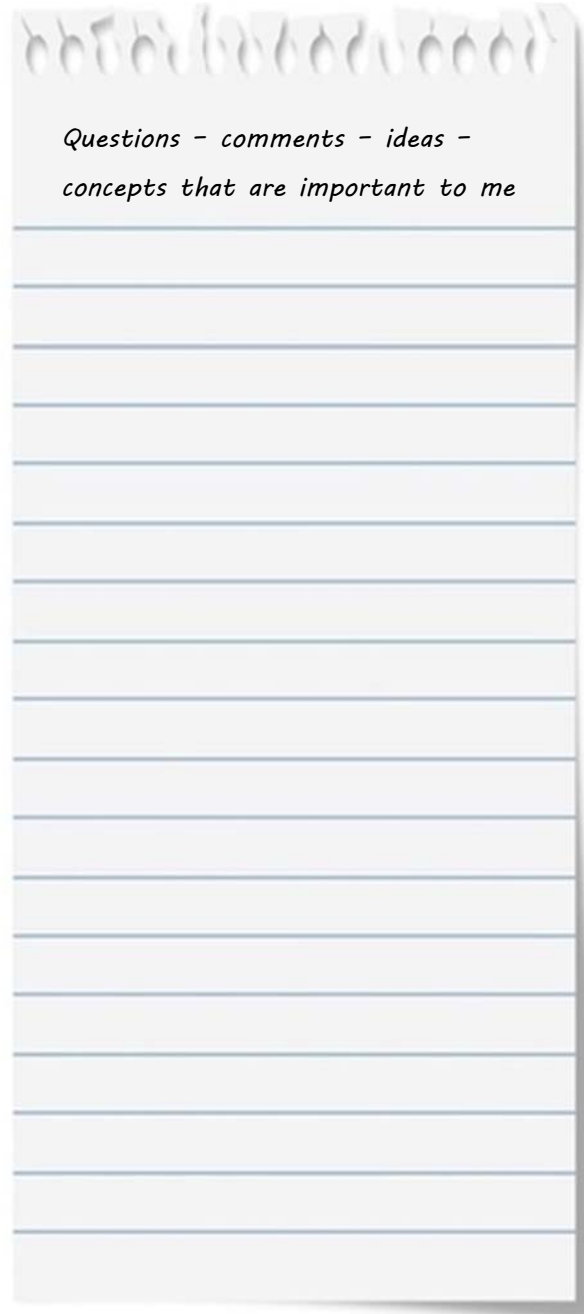
4.4.11 Provide access to arts, library and cultural amenities to benefit the entire community including residents, businesses, visitors and tourists. (V02)

**ACTION ideas**



# COMMUNITY COMMITTEE WORKBOOK

- 4.4.11.1 Utilize and maintain appropriate Master Operating Agreements with arts and culture entities in order to enhance the orderly development and growth of the arts in the community and to provide residents with access to the arts.\* (GP10)
- 4.4.11.2 Develop a plan to create exhibit areas for cultural artifacts in public facilities in order to educate the public on local history.\* (DEV) (GP10)
- 4.4.11.3 Use existing Town processes to continue small and large-scale public art programs and seeking outside funding for art projects.\* (GP10)



**Suggested POLICY**

4.4.12 Continue to integrate public art into the design of new Town parks.\* (GP03)

**ACTION ideas**

[Placeholder, to be developed during Committee process]

**Suggested POLICY**

4.4.13 Support existing arts, culture and performance venues and the creation of new arts and cultural exhibition space within the Town.\*(GP10)

**ACTION ideas**

4.4.13.1 Develop a plan identifying potential future investment strategies and appropriate locations for additional cultural facilities including historic properties, parks, amphitheatres, performing arts facilities, instruction space, galleries and other facilities.\* (GP10)

**Suggested POLICY**

4.4.14 Encourage public spaces, public art and activities that celebrate the history of Oro Valley and help build a sense of community. (DEV) (V07)

**ACTION ideas**

[Placeholder, to be developed during Committee process]

**Suggested POLICY**

4.4.15 Support and encourage cooperation from public school districts, private, and charter schools to share school facilities for arts, recreation, and education projects.\* (GP09)

**ACTION ideas**

[Placeholder, to be developed during Committee process]





# COMMUNITY COMMITTEE WORKBOOK

**Suggested POLICY**

4.4.16 Promote higher education through supporting expansion of college and university branches in Oro Valley.\* (GP09)

**ACTION ideas**

[Placeholder, to be developed during Committee process]

**Suggested POLICY**

4.4.17 Participate in cooperative efforts of local, state, and federal educational programs to ensure that our community’s education needs are met. (GP09)

**ACTION ideas**

4.4.17.1 Evaluate the adequacy of school facilities as a finding for all residential land use requests.\* (DEV) (GP09)

**Suggested POLICY**

4.4.18 Support the Oro Valley library by providing nearby supportive uses and accessibility from multiple transportation options.\* (DEV) (V04)

**ACTION ideas**

[Placeholder, to be developed during Committee process]

**Suggested POLICY**

4.4.19 Cultivate future community leaders by involving youth in civic affairs. (GP03)

**ACTION ideas**

[Placeholder, to be developed during Committee process]

**Suggested POLICY**

4.4.20 Provide volunteer opportunities for all age groups to be involved in community service. (GP03)

**ACTION ideas**

[Placeholder, to be developed during Committee process]

**Suggested POLICY**

4.4.21 Provide ongoing and easy access to Town information and resources. (V01)

**ACTION ideas**

[Placeholder, to be developed during Committee process]



## 4.5 Town Services, Facilities, and Buildings Policies and Actions

This section addresses. . .

# COMMUNITY COMMITTEE WORKBOOK

**Suggested POLICY**

4.5.1 Provide effective public safety services to prevent, respond to and recover from emergencies and natural disasters.\* (V08)

**ACTION ideas**

- 4.5.1.1 Coordinate emergency preparedness planning with all emergency responders. (GP01)
- 4.5.1.2 Expand public safety awareness and emergency training programs by working with various service providers (police, fire districts, schools, etc.)\* (COMM) (GP01)
- 4.5.1.3 Implement standards for response readiness in regards to fire safety and homeland security.\* (GP01)
- 4.5.1.4 Include evacuation routes and development and density standards for new development which adjoins forest land in order to minimize impacts from nearby potential wildfire areas.\* (DEV) (GP01)
- 4.5.1.5 Develop plans and implement programs which support community policing as a means to further public safety in the community. (GP01)
- 4.5.1.6 Develop a plan for post-disaster recovery and resilience which includes decisions for Town facilities and personnel needs. (GP01)
- 4.5.1.7 Participate in a regionally-coordinated plan that addresses potential risks associated with climate change. (V01)
- 4.5.1.8 Continue to develop, expand and implement a Drought Response Plan to address potential or long-term drought conditions. (V01)
- 4.5.1.9 Provide training to applicable Town staff on the adopted hazard mitigation plan and its requirements. (V01)
- 4.5.1.10 Regularly update wildland-urban interface plans and educate the community about fire hazards. (V01)
- 4.5.1.11 Develop, implement and periodically update a mass evacuation strategy. (GP01)
- 4.5.1.12 Develop, implement and periodically update a Shelter in Place educational program. (V01)

**Suggested POLICY**

4.5.2 Continue emergency preparedness planning to address utility shortages, outages or disruptions. (V08)

**ACTION ideas**

- 4.5.2.1 Collaborate planning efforts with all emergency responders and utility providers. (GP01)



**WHAT IS AN ACTION?**  
*It indicates the specific actions to take to fulfill the policies and the goals!*



# COMMUNITY COMMITTEE WORKBOOK

- 4.5.2.2 Provide a public education program for residents, children, and visitors to learn how to take care of themselves and neighbors during times of emergency, including energy shortages and outages. (V08)
- 4.5.2.3 Seek funding opportunities and partnerships to ensure continued energy conservation and emergency preparedness outreach efforts. (V01)



**Suggested POLICY**

- 4.5.3 Coordinate land use and public facility planning to appropriately prevent and respond to emergencies (V08)

**ACTION ideas**

- 4.5.3.1 Coordinate emergency services throughout the community to provide a strong presence, appropriate response, and one-on-one interface with community members.\* (GP01)
- 4.5.3.2 Locate emergency services in safe and resilient locations protected from flood risk in existing and growing neighborhoods.\* (DEV) GP01)
- 4.5.3.3 Coordinate planning efforts with public safety providers to ensure their capability to respond to hazard events. (DEV) (GP01)
- 4.5.3.4 Develop strategies to protect human life and property from natural hazards including steep and unstable slopes and soils, floods and erosion hazards.\* (DEV) (GP01)
- 4.5.3.5 Evaluate safety issues, including storm water, in reviewing school site plans during the development review process.\* (DEV) (GP01)
- 4.5.3.6 Review the zoning code to determine how it limits development in hazardous areas and modify as needed. (V08)

**Suggested POLICY**

- 4.5.4 Maintain public safety and reduce sources of conflict and nuisance crime through design, regulation and management. (DEV) (V08)

**ACTION ideas**

- 4.5.4.1 Use Crime Prevention through Environmental Design (CPTED) principles in the design and engineering of community assets and facilities. (GP01)
- 4.5.4.2 Use Crime Prevention through Environmental Design (CPTED) principles in development review process.\* (COMM) (GP01)

**Suggested POLICY**



# COMMUNITY COMMITTEE WORKBOOK

4.5.5 Provide high quality public facilities and services in a cost effective and efficient manner. (GP12)

**ACTION ideas**

- 4.5.5.1 Plan strategically to measure public service needs and set appropriate guidelines and budget allocations for services.\* (GP12)
- 4.5.5.2 Provide Town facilities in safe, central locations appropriate for the needs of the community and with adequate capacity to accommodate staff and resource changes in response to anticipated growth of the community. (GP06)

**Suggested POLICY**

4.5.6 Maintain and manage Oro Valley’s assets, including streets, infrastructure, and facilities to ensure long-term benefit to the community. (GP12)

**ACTION ideas**

- 4.5.6.1 Develop a plan which considers long-term municipal facility needs, and considers overall growth, parking needs, facility expansion, satellite offices, central offices as part of the ~~Town Center~~ **downtown district** and sustainable operations. (GP06)

**Suggested POLICY**

4.5.7 Provide leadership by implementing model energy efficiency, water conservation, recycling, alternative fuel and solar projects in all municipal facilities and operations. (V02)

**ACTION ideas**

- 4.5.7.1 Provide an annual energy report card to track energy plans and savings in Town operations, purchasing and operational practices. (COMM) (V01)



# COMMUNITY COMMITTEE WORKBOOK

## For your committee's consideration: other related goals, policies and actions

The **Environment Workbook** includes goals, policies and actions related to the natural, water and cultural resources and clean environment. Policies and actions related specifically to the Community Committee are included here.

Draft GOAL 3.2.3 The protection and preservation of significant cultural and historical sites, properties and resources that enhance community character and heritage. (GP10)

Draft GOAL 3.2.5 Balanced and responsible use of energy and water resources for the current and future benefit of the community. (GP11)

Draft GOAL 3.2.6 Efficient and responsible management of trash and recyclable material for the current and future benefit of the community. (GP11)

Suggested POLICY 3.3.1 Identify, preserve and manage an integrated and connected open space system that protects Oro Valley's natural resources, and provides enjoyment for residents and visitors. (COMM) (V10)

Suggested POLICY 3.4.1 Ensure the long-term water resource supply and conservation for present and future water utility customers. (V01)

ACTION idea 3.4.1.3 Expand the use of reclaimed water for irrigation of areas such as parks, golf courses, schools, public facilities and homeowners associations common areas to reduce the Town's dependence on groundwater resources.\* (COMM) (V09)

Suggested POLICY 3.5.1 Preserve and interpret significant cultural resources within Oro Valley and the larger planning area.\* (DEV) (GP10)

ACTION idea 3.5.1.3 Continue to implement the current and future cultural resources management plan for the preservation of cultural resources within the Town.\* (COMM) (GP10)

Suggested POLICY 3.5.2 Provide appropriate public access to and education about Oro Valley's cultural resources in order to enrich our sense of community. (GP10)

ACTION idea 3.5.2.1 Create park and recreational programs and activities which raise community awareness and support of local cultural resources. (COMM) (GP08)

Suggested POLICY 3.6.2 Encourage pollution prevention, waste minimization and recycling in all sectors of municipal, business, institutional and residential operations throughout the Town. (COMM) (V09)

Additional goals, policies and actions may be added to this list as preliminary work continues.

The **Development Workbook** includes goals, policies and actions related to land use and design, development and growth areas and infrastructure. Policies and actions related specifically to the Community Committee are included here.

Draft GOAL 5.2.4 Efficient, effective, safe and sustainable public services and utilities which serve the current and future needs of the community. (COMM)

Draft GOAL 5.2.8 Neighborhoods that include safe and convenient access to open space, recreational opportunities, public schools and services and protection from incompatible land uses. (COMM)

Draft GOAL 5.2.9 Robust development opportunities and a diverse transportation network which support a growing economy. (COMM)

Suggested POLICY 5.3.2 Provide a variety of land uses throughout the Oro Valley Planning Area while also requiring compatibility and/or appropriate transition standards.\*

ACTION idea 5.3.2.1 Modify existing zoning designations to provide sufficient industrial, commercial, and mixed use areas for new business opportunities. (COMM)

ACTION idea 5.3.2.3 Develop a plan which promotes the development of a downtown district. (COMM)

Suggested POLICY 5.3.4 Provide opportunities for community centers, parks and recreation, employment, and other services to be located near existing and future neighborhoods.\* (COMM)

Suggested POLICY 5.3.8 Encourage master planned communities with a variety of residential densities and commercial uses located to serve the community.\* (COMM)

Suggested POLICY 5.3.9 Encourage site design that promotes cohesive developments that enhance the pedestrian experience and limits strip commercial or free-standing pads.\* (COMM)

Suggested POLICY 5.3.10 Utilize the built environment to promote social, healthy and active lifestyles. (COMM)

ACTION idea 5.3.10.1 Continue to encourage large residential or master-planned developments to incorporate recreational facilities and other amenities including a consideration of day care facilities to serve the needs of residents.\* (COMM)

ACTION idea 5.3.10.2 Create a program for the promotion of universal design principles that provide universal access and benefit through accessible public and private facilities, services and programs. (COMM)

Suggested POLICY 5.3.11 Improve the community's visual character, urban form, safety and functionality of the built environment to enhance the quality of life. (COMM)

# COMMUNITY COMMITTEE WORKBOOK

ACTION idea 5.3.11.1 Study and update signage regulations to incorporate best practices while continuing to provide for clarity, compatibility and easy business identification and direction. (COMM)

ACTION idea 5.3.11.2 Require developers to design neighborhood retail and office uses to respect residential scale and character. (COMM)

Suggested POLICY 5.5.1 Provide infrastructure which meet the larger community goals when considering new development.\* (COMM)

ACTION idea 5.5.1.2 Provide the community up to date information about proposals for utility installations, including new booster or transmission facilities through the Town's website. (COMM)

Suggested POLICY 5.5.3 Plan for growth and facilitate replacement and timely upgrade of aging infrastructure as needed.

ACTION idea 5.5.3.1 Coordinate with police, fire protection and emergency service providers during the development review process to ensure that they can meet the needs of new development.\* (COMM)

ACTION idea 5.5.3.3 Form a technical review board who will review annexation proposals, offer comments and help plan for growth. (COMM)

ACTION idea 5.5.3.4 Hold periodic "energy summits" by bringing together providers, key landowners, businesses, and Town staff to identify and resolve issues and discuss plans for future growth. (COMM)

ACTION idea 5.5.3.5 Investigate the annexation of county islands and peninsulas to facilitate infrastructure expansion and improve operational efficiencies of municipal services.\* (COMM)

Suggested POLICY 5.5.4 Provide opportunities for the location of high quality telecommunication and broadband services within the Town in order to support economic development and community-wide goals. (COMM)

Suggested POLICY 5.5.7 Develop a safe, convenient and efficient network of multi-modal transportation facilities that integrate amenities, provide access to services and destinations and that link neighborhoods, schools, parks and natural areas. (ENV, COMM)

ACTION idea 5.5.7.3 Participate in employer- and community-based programs to encourage people to use multi-modal transportation methods, reduce trips and participate in bike and pedestrian safety courses.\* (COMM)

Suggested POLICY 5.5.8 Enhance the Town's community identity through roadway design and develop a hierarchy of streets that differentiate the character of key streets and intersections.

ACTION idea 5.5.8.1 Create a complete streets design manual which takes into account traffic calming, traffic safety, neighborhood aesthetics, storm water management, access management, public health, safety and community vitality.\* (COMM)

Suggested POLICY 5.5.9 Facilitate regional bikeway planning efforts to ensure that the Town's bikeway system connects with the neighboring communities and the regional bikeway system.

ACTION idea 5.5.9.1 Assist in completion of the regional bike and pedestrian 'loop' system through intergovernmental agreements and collaboration.\* (COMM)

ACTION idea 5.5.9.2 Collaborate with Pima County and Tucson to enact consistent standards and design guidelines for pedestrian and bicycle facilities that will provide for a safe and sensible network.\* (COMM)

Suggested POLICY 5.5.10 Foster opportunities for walking, biking and transit to schools, open space, parks, recreation and activity centers.\* (COMM)

ACTION idea 5.5.10.3 Develop a plan to eliminate gaps and barriers in the pedestrian and bikeway systems when constructing roadway, pedestrian and bikeway improvements.\* (COMM)

ACTION idea 5.5.10.5 Provide incentives for private development to provide bicycle amenities, such as bike parking, showers, water fountains, directional signs, shaded rest areas, and trail system connections.\* (COMM)

Suggested POLICY 5.5.11 Develop a safe, integrated and comprehensive transit system that increases public access to mass transit and improves community mobility. (COMM)

ACTION idea 5.5.11.1 Provide safe, attractive, efficient transit shelters that enhance the community character.\* (COMM)

ACTION idea 5.5.11.2 Develop a plan for future transit needs that includes transit routes which allow for coordination of trips to common destinations and regional connections.\* (COMM)

Suggested POLICY 5.5.13 Minimize the impacts of traffic and roadway construction on existing residential neighborhoods.\* (COMM)

Additional goals, policies and actions may be added to this list as preliminary work continues.

# Topic Summary Report

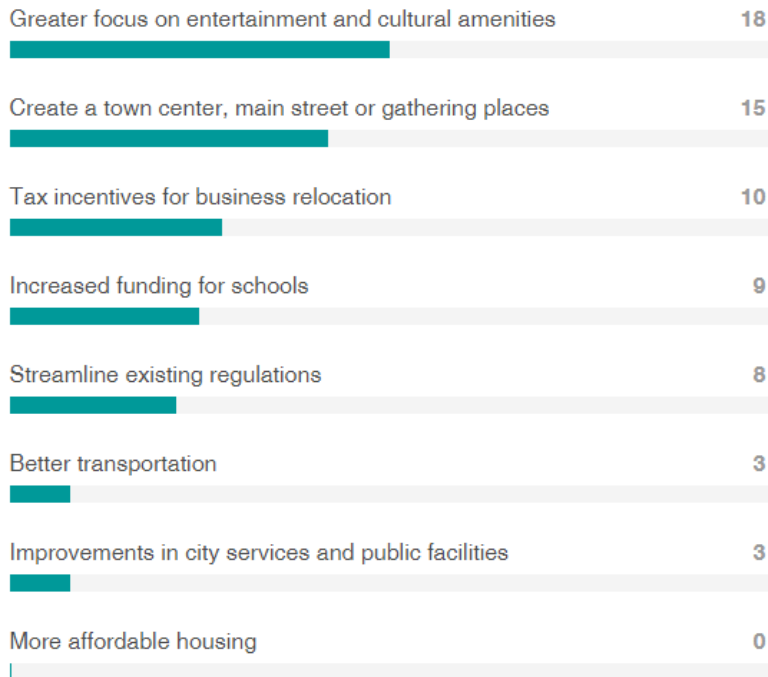
A topic has closed on Your Voice, Our Future

Topic: Making Oro Valley Competitive

**How can we make Oro Valley an economically competitive place to work and live? Select your top two choices.**

Votes **36** Comments **14**

## Poll Results

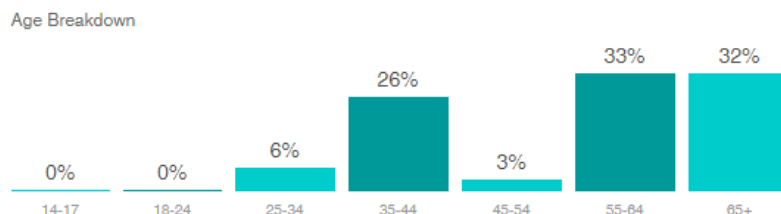


## 8% of people participated

(37 of 456 total participants)

**10% Less** than your average and **37% More** than the MindMixer average

Gender Breakdown	Top Postal Codes
<b>44%</b> (16 Females)	85755
<b>56%</b> (20 Males)	85737
	85705



**Comment 1** *By Morgan E*

So why exactly do we want to be more economically competitive (with Tucson presumably)? That just means more ugly apartments, strip malls, big-box stores, and crime. I don't want any part of this race to the bottom. If I wanted to live in a town that looks like Tucson, I would just move to Tucson.

**Comment 2** *By Bill A*

Focusing upon what we have may not make Oro Valley economically competitive; it is likely to increase the cost of living since revenue to maintain will come from residents rather than new development. Being less economically competitive may actually make the Town more attractive.

**Comment 3** *By Bill A*

Focusing upon what we have means a higher cost of living. Without growth money to improve and maintain what we have will come from residents. That may be fine with some.

**Comment 4** *By Tom T*

I couldn't agree more. We have a great community. We certainly don't need a golf course and an overly expensive community center!

**Comment 5** *By K S*

Oro Valley has everything we need and want, in my opinion. To compete let's Maintain and improve what we already have. No "new" expensive entities needed.

**Comment 6** *By Brian S*

Focus on quality of life and less on economics. Most people commute to Tucson for work anyways and appreciate living in a sleepy bedroom community.

**Comment 7** *By Brian S*

Polly P. has some great ideas on how to re-make the Marketplace into what it was supposed to be (I really wish Walmart was never allowed to come) and how to use the open space near Harvest. I love the idea of having more open, outdoor dining areas for restaurants. I still think developing a "downtown" should be a top priority. Without it, we're just another suburb built on urban sprawl. With it, it gives our town it's own identity and central meeting place.

**Comment 8** *By Brian S*

Housing is already incredibly affordable. AND you've already added tons of apartments, which we didn't want. "Affordable Housing" is just code for more apartments. NO! Stop!

**Comment 9** *By Jennifer F*

I couldn't agree more. Stop with the apartments and constant rezoning to allow more dense housing developments.

**Comment 10** *By Darrell M*

We do not need any more of a tax burden placed on our residents, less government is a good thing. One of the things we can improve on is bring back partisan elections so we can accurately vote out the liberal side of politics.

**Comment 11** *By Tom T*

Why do we need a "community center"? How will having it make this a better community? This sounds like liberal politicians run amuck. Do we really want to be financially responsible for THREE golf courses in a desert? Every public golf course in the county, and beyond is bankrupt going bankrupt. This is as stupid of an idea or plan I can remember. So, now everyone will go shop and spend elsewhere, while we're stuck with three brown golf courses. Did any of you genius' wonder why it's for sale in the first place? Because they're losing money!

**Comment 12** *By Bill A*

It's the wrong question. How to better exploit the competitive advantage we have.

**Comment 13** *By K S*

Yes, focus on what we "HAVE".

**Comment 14** *By Polly P*

An outdoor venue - along the idea of Red Rocks outside of Denver, but on a much smaller scale.

Re-design the OV Market Place replacing Wal-Mart and other stores with higher end shops. restaurants, coffe shops, LOTS of trees and landscaping and perogolas. Take a lesson from the successful Noble Hops restaurant at Lambert and La Canada. Use the mountin views. Break up the huge unattractive and un-needed parking lot. Add an intimate outdoor stage for entertainment and perhaps meetings.

Use the 'leftover dirt space' by Harvest and Cafe Torino at Lambert and La Canada. Add trees, perogolas, pleasant lighting etc. In Europe, areas like this would be shared by several restaurants successfully. This could be come a lovely neighborhood gathering spot accessible on foot and bicycle by many.

**Comment 15** *By Darrell M*

I don't think we need at all to become like Denver or Europe in any way shape or form.

**Comment 16** *By Diane B*

Oro Valley and Arizona must commit to improving our public school systems.

**Comment 17** *By Darrell M*

Public school systems are a failure. They do not need more money thrown at them.